

**TRAINING PROGRAM OF INSTRUCTION
(TPI)**

FOR

DINFOS-PAOQC-ADL

**PUBLIC AFFAIRS OFFICER QUALIFICATION
COURSE-ADVANCED DISTRIBUTED LEARNING**

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PREFACE

TRAINING PROGRAM FILE NUMBER (TPFN): DINFOS-PAOQC-ADL

TITLE: Public Affairs Officer Qualification Course, Advanced Distributed Learning, Phase I & Phase II

TRAINING LOCATION: Defense Information School, Fort George G. Meade, Maryland

SPECIALTY AWARDED: N/A

PURPOSE: This course, in two parts, provides entry-level public affairs training for officers from all U.S. military services and U.S. government agency civilians selected for public affairs assignments at all levels of command to ensure those officers and civilians are capable of performing the basic duties of Department of Defense Public Affairs Officers.

COURSE DESCRIPTION: The course material is organized into the following six Functional Areas and two phases:

Phase I (non-resident)

- Fundamentals of Public Affairs
- Public Affairs Writing
- Media Relations
- Speechwriting and Public Speaking

Phase II (resident)

- Fundamentals of Public Affairs
- Public Affairs Writing
- Media Relations
- Speechwriting and Public Speaking
- Service Unique
- Final Practical Exercise

During Phase I, the material in each Functional Area is presented to the students in a progressive format that exposes the students to essential foundational knowledge, then builds upon that knowledge through a series of assigned readings, guided discussions and practical applications. The Functional Areas are similarly presented in a progressive sequence that requires the student to draw on knowledge and skills previously developed in other Functional Areas.

Phase II is built similarly and culminates in a three- (3) day final Field Practical Exercise, which requires the students to draw on knowledge and skills gained throughout the course in order to perform the basic duties of a military Public Affairs Officer.

PREREQUISITES:

USA: (Military) O-1-O-5; (Civilian) GS-7 or above **OR** GS-5 intern in either the Public Affairs Field (GS-1035 series) or Communications Media Field (GS-1082 series)

USN: (Military) O-1-O-4; (Civilian) GS-5 Intern and above

USAF: (Military) O-1-O-5; (Civilian) GS-7 and above

PREFACE (Continued)

USMC: (Military) O-1-O-4; (Civilian) GS-7 and above

USCG: (Military) O-1-O-4 and CWO

All students must have basic word processing proficiency

Note: To successfully complete the Advanced Distance Learning non-resident phase, students will need the following **minimum** computer capabilities:

Hardware:

166 Mhz processor
124 Megabytes of RAM
50 Megabytes of hard drive space
56K modem

Internet access with a 6.0 browser

Sound card and speakers
Adobe Acrobat Reader 4.0
Word processing program

SECURITY CLEARANCE: None required.

CLASS SIZE:

MAXIMUM: 48

MINIMUM: 24

ANNUAL COURSE CAPACITY: 96

TYPE/METHOD OF INSTRUCTION:

HOURS:

Phase I (Non-Resident):

ADVANCED DISTRIBUTED LEARNING (ADL)	144
ADMINISTRATIVE HOURS:	3
EXAMINATIONS - WRITTEN (EW):	7
EXAMINATIONS - PERFORMANCE (EP)	165
PERFORMANCE EXERCISE (PE):	<u>8</u>

Phase I Sub-Total: 327

Phase II (Resident):

ADMINISTRATIVE (AD):	4
LECTURE (L – 1:48):	5
LECTURE (L – 1:12):	3
PERFORMANCE EXAM (EP):	<u>76</u>

Phase II Sub-Total: 88

TOTAL: 415

PREFACE (Continued)

TRAINING START DATE:

Phase I- 13 January 2005

Phase II – 1 August 2005

INSTRUCTOR CONTACT HOURS: 349

ENVIRONMENTAL IMPACT: None. DoD policy was followed to assess the environmental impact.

MANPOWER: The Inter-Service Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

REQUIRED TEXTBOOKS:

1. Cutlip, S. M., Center, A. H. & Broom, G. M. (2000). *Effective Public Relations* (8th ed.). Upper Saddle River, NJ: Prentice Hall.
2. Cook, Jeff Scott (1989). *The Elements of Speechwriting and Public Speaking* (1st Collier books ed.) Longman Publishers.
3. Howard, Carole M., Mathews, Wilma K. (2000). *On Deadline* (3rd Edition). Long Grove, IL: Waveland Press, Inc.
4. *The Associated Press Stylebook: 2004* (39th ed.). New York, NY: Associated Press.
5. PAOQC-ADL Student CD Reference (Student handbook, homework readings, and supplemental coursework material)

SUPPLEMENTAL TEXTBOOKS:

1. *The Associated Press Guide to News Writing: The Resource for Professional Journalists* (3rd ed.). Lawrence, NJ: Thomas-Arco.
2. Harrower, Tim (1998). *The Newspaper Designer's Handbook* (4th ed.) Blacklick, OH: McGraw-Hill.
3. Horton, Brian (2001). *The Associated Press Guide to Photojournalism* (2nd ed.). New York, NY: McGraw-Hill.
4. McLoughlin, Barry (2003) *Communicate with Power: Encountering the Media, Overcoming Panic and Fear,*
5. *Getting your Ideas Across.* McLoughlin MultiMedia Publishing, Ltd.
6. Offley, Edward Peyton (2001). *Pen and Sword: A Journalist's Guide to Covering the Military.* Oak Park, IL: Marion Street Press, Inc.

TRAINING DEVELOPMENT PROPONENT: Defense Information School, Office of Assistant Secretary of Defense for Public Affairs (OASD/PA), Directorate of Training, Course Development Department (DoT/CDD) (301) 677-7609; DSN 622-7609.

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001

FA TERMINAL TRAINING OBJECTIVE: The instruction and training throughout this Functional Area provides the student with a basic foundation of knowledge required to perform the duties of a Department of Defense Military Public Affairs Officer. Upon completion of this Functional Area, a student will understand and be able to identify the primary principles of military public affairs policy, procedures and governing directives (laws, publications, etc.); the student will be capable of developing strategic communications plans, determining appropriate guidelines for release of information and imagery, and assessing the potential news value of a given situation. The student will also be capable of developing and recommending public affairs courses of action in the areas Media Relations, Community Relations, and Internal Information during peacetime, operational training, and operational deployments.

TPFN: DINFOS-PAOQC-ADL- 001-001-

UNIT TITLE: Introduction to Defense Public Affairs

UNIT INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, assess the scenario from a public affairs perspective to develop and recommend public affairs courses of action in accordance with (IAW) Department of Defense and service public affairs policies and regulations.

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

TASK(S):

- 001:** Define the term *public relations*
- 002:** Define the term *marketing*
- 003:** Define the term *publicity*
- 004:** Define the term *advertising*
- 005:** Define the *civilian* term *public affairs*
- 006:** Define the term *issues management*
- 007:** Define the term *lobbying*
- 008:** State the function of *public relations*
- 009:** Define the *military* term *public affairs*
- 010:** State the mission of Department of Defense Public Affairs IAW Joint Publication 3-61
- 011:** List the three (3) primary functions of military public affairs
- 012:** Define the term *community relations*
- 013:** Define the term *command information*
- 014:** State the five (5) Department of Defense Principles of Information
- 015:** List and discuss the six (6) restrictions on the function of military public affairs written into US codes

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

REFERENCES:

1. AFDD 2-5.4 *Public Affairs Operations*
2. AFI 35-101 *Public Affairs Policies & Procedures*
3. *The Associated Press Stylebook: 2004* (39th ed.). New York, NY: Associated Press. *Effective Public Relations* (8th ed.). Cutlip, S. M., Center, A. H. & Broom, G. M. (2000). Upper Saddle River, NJ: Prentice Hall.
4. *The Elements of Speechwriting and Public Speaking* (1st Collier books ed.), Cook, Jeff Scott (1989). Longman Publishers.
5. FM 3-61.1 *Public Affairs Tactics, Techniques & Procedures*
6. FM 46-1 *Public Affairs Operations*
7. Joint Publication 3-61, "Joint Doctrine for Public Affairs"
8. MCWP 3-33.3 *Marine Corps Public Affairs*
9. *On Deadline* (3rd Edition). Howard, Carole M., Mathews, Wilma K. (2000). Long Grove, IL: Waveland Press, Inc.
10. PAOQC-ADL Student CD Reference (Student handbook, homework readings, and supplemental coursework material)
11. SECNAVINST 5720.44A Public Affairs Policy & Regulations

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-002-

UNIT TITLE: Joint Services Overview

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint operational scenario, explain the mission capabilities and role within the operation of each US military service.

TASK(S):

001: State the fundamental purpose of the US Armed Forces

002: List the five (5) regional Unified Commands

003: Identify the geographical areas of responsibility for each regional Unified Command

004: List the four (4) functional Unified Commands

REFERENCES:

1. Joint Publication 1
2. Joint Publication 3-61, "Joint Doctrine for Public Affairs"

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-003-

UNIT TITLE: Public Affairs and Ethics

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, explain the ethical considerations associated with development and implementation of courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Explain the positive and negative ethical foundations of public affairs ethics and professionalism.
- 002:** Explain the five (5) core content areas of study in public relations
- 003:** Explain and discuss the differences and similarities between PRSA code of conduct/values and accepted standards of PA practice and military professional ethics as they relate to the DOD Principles of Information
- 004:** Recommend a course of action using DOD principles, ethical values and standards of conduct

REFERENCES:

- 1. Joint Publication 3-61: Chapter II
- 2. Effective Public Relations, Ch 5, pp 143-177
- 3. On Deadline: Ch 7
- 4. Public Relations Society of America (PRSA) Code of Ethics 2000

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-004-

UNIT TITLE: Roles & Responsibilities of the Public Affairs Officer

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, perform the duties of a military public affairs officer in accordance with Department of Defense and services policies and regulations.

TASKS:

- 001:** Explain the 10 personal traits necessary for success in public affairs.
- 002:** List and explain the six (6) senior-leadership practices for long-term public affairs success
- 003:** List the six (6) characteristics senior leaders expect from their public affairs officer
- 004:** List the five (5) characteristics a public affairs officer needs from its senior leaders
- 005:** List the seven (7) practices that threaten public affairs success
- 006:** List and explain the three (3) goals of government public relations/affairs programs
- 007:** List and explain the two (2) barriers to effective government public relations/affairs
- 008:** List and explain the six (6) restrictions on the function of military public affairs written into US codes

REFERENCE: Effective Public Relations

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-005-

UNIT TITLE: Introduction to Communication

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint public affairs scenarios, develop and recommend methods of communicating to the intended audience that incorporate all elements of the basic communication model.

TASKS:

- 001:** Identify and explain the elements of the communication model
- 002:** Define the term *communication*.
- 003:** Define the term *context (of the relationship)* as it pertains to communication
- 004:** Explain *interpersonal* context as it applies to effective communications
- 005:** Explain *small group* context as it applies to effective communication
- 006:** Explain *organizational* context as it applies to effective communication
- 007:** Explain *mass media* context as it applies to effective communication
- 008:** Explain *intercultural* context as it applies to effective communication
- 009:** Define the term *sender* as it pertains to the communication model
- 010:** Define the term *message* as it pertains to the communication model
- 011:** Explain the *verbal* expression as it applies to communication
- 012:** Explain *nonverbal* expression as it applies to communication
- 013:** Define the term *channel/medium* as it pertains to the communication model
- 014:** Define the term *receiver* as it pertains to the communication model
- 015:** Define the term *feedback* as it pertains to the communication model
- 016:** Define the term *noise* as it pertains to the communication model
- 017:** Explain the term *barriers* as it pertains to noise
- 018:** Explain how communication theories impact effective communication

REFERENCES:

1. Effective Public Relations
2. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-006-

UNIT TITLE: Public Affairs History

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving issues with the military/media relationship, develop and recommend public affairs courses of action based on the DoD Principles of Information.

TASKS:

- 001:** Explain the recommendations of the Hoffman Report
- 002:** Explain the recommendations of the Sidle Commission
- 003:** Explain the DoD guidelines for coverage of DoD combat operations

REFERENCES:

- 1. Joint Publication 3-61, Ch II
- 2. <http://merln.ndu.edu/diglib.html> Sidle Panel links

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-007-

UNIT TITLE: The Nature of News

TPFN HOURS AND TYPE: 3 ADL; 1 EP

TPFN TOTAL HOURS: 4

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, assess the potential news value of the event, incident, or subject described.

TASKS:

- 001:** Define *consequence* as it pertains to the assessment of potential news value
- 002:** Define *Interest* as it pertains to the assessment of potential news value
- 003:** Define *Timeliness* as it pertains to the assessment of potential news value
- 004:** Define *Proximity* as it pertains to the assessment of potential news value
- 005:** Define *Prominence* as it pertains to the assessment of potential news value
- 006:** Define *Surprise* as it pertains to the assessment of potential news value
- 007:** Define *Affect* as it pertains to the assessment of potential news value
- 008:** Define *Effect* as it pertains to the assessment of potential news value
- 009:** Define *Secrecy* as it pertains to the assessment of potential news value
- 010:** Define *Conflict* as it pertains to the assessment of potential news value
- 011:** Define *Reporter's Interest* as it pertains to the assessment of potential news value
- 012:** Define *Mistakes* as it pertains to the assessment of potential news value
- 013:** Define *Change* as it pertains to the assessment of potential news value
- 014:** Define *Editor's Perspective* as it pertains to the assessment of potential news value

REFERENCE: On Deadline, Ch3; and pp290-297

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-008-

UNIT TITLE: Public Affairs & US National Strategy

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint public affairs scenario involving National Strategic Objectives, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** List and explain the three (3) US National Security Goals
- 002:** List and explain the three (3) National Military Objectives
- 003:** List and explain the seven (7) threats to National Security
- 004:** List and explain the four (4) Instruments of National Power
- 005:** List ten (10) considerations for the use of military force
- 006:** List the eight (8) ways the military can influence the international security environment
- 007:** List and explain the desired attributes of the Joint Force
- 008:** List and explain concepts related to Force Design and Size
- 009:** List and explain the elements of the Joint Vision for Future Warfighting
- 010:** List and explain (4) enduring US National Strategy Concepts
- 011:** Explain the role of Department of Defense Public Affairs with regard to the US National Security Strategy

REFERENCES:

1. Joint Publication 1
 - a. Ch I, pp 5-8
 - b. Ch II, pp 1-3
 - c. Ch III, pp 1-2
 - d. Ch IV, pp 1-7
2. National Military Strategy, 2004
3. National Security Strategy, 2002

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-009-

UNIT TITLE: Military Website Policy & Design

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given copy, photographs, a website-design program, and a computer, design and maintain a military website in accordance with the Associated Press Stylebook and public affairs-related Department of Defense and service policies and regulations that is evaluated by an instructor to a minimum standard of 70% according to the DINFOS PAOQC Website Grading Guide.

TASKS:

- 001:** Explain DoD policies for military web sites
- 002:** Explain DoD goals for military web sites
- 003:** Develop web pages in accordance with the web design tutorial handbook
- 004:** Post a web page to a shared drive folder
- 005:** Maintain a web page by posting new and updated documents

REFERENCE: “Front Page” Website Design Tutorial (Site Licensed)

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-010-

UNIT TITLE: Guidelines for Release of Information

TPFN HOURS AND TYPE: 3 ADL; 1.5 EP

TPFN TOTAL HOURS: 4.5

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a selection of military information and imagery, and a public affairs scenario, correctly determine whether the information and/or imagery can be released to the public according to Department of Defense and service policy and regulations.

TASKS:

- 001:** Determine whether release of given information/imagery is required according to the Freedom of Information Act
- 002:** List the nine (9) Freedom of Information Act release exemptions
- 003:** Determine whether release of given information/imagery would be prohibited according to the Privacy Act
- 004:** Determine whether release of given information/imagery would violate security
- 005:** Determine whether given information/image is accurate
- 006:** Determine whether release of given information/imagery would violate Department of Defense or service policy
- 007:** Determine whether release of given information/imagery would violate propriety
- 008:** Determine whether a Public Affairs Officer would have the authority to release given information/imagery
- 009:** Determine whether a Public Affairs Officer would have the competency to release information regarding a given topic
- 010:** Determine whether a Public Affairs Officer would have the ability to release given information/imagery

REFERENCES:

1. DOD Directive 5230.9, "Clearance of DOD Information for Public Release," 9 Apr 96
2. Joint Publication 3-61
 - Ch II.2: DOD Principles of Information
 - Appendix A

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-011

UNIT TITLE: Psychological Operations & Civil Affairs Overview

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): As the public affairs representative to an Information Operations Working Group (IOWG), understand the capabilities, roles and responsibilities of the CA and PO members.

TASKS:

- 001:** Define the mission of Civil Affairs
- 002:** List and explain the CA Activities
- 003:** List and explain the CA mission areas
- 004:** Explain why we conduct Civil-Military Operations (CMO)
- 005:** Explain whom CA can influence
- 006:** Explain the mission, capabilities, products and considerations of the Civil Military Officer (S/G/J-5)
- 007:** Explain how CA supports the overall Information Operations (IO) plan
- 008:** Define the mission of PSYOPS
- 009:** Explain how PSYOPS supports offensive and defensive IO

REFERENCES:

1. Joint Publication 3-61, "Joint Doctrine for Public Affairs"
2. Joint Publication 3-13, "Joint Doctrine for Information Operations"
3. FM 41-10 - Chapters 1 and 2
4. FM 3-05.30 - Chapters 1, 3, 4, and 6

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-012-

UNIT TITLE: Public Affairs & Information Operations

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given an information operations scenario, develop and recommend public affairs support for Information Operations related to the scenario in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Define the term *computer network attack*
- 002:** Define the term *information assurance*
- 003:** Define the term *information-based processes*
- 004:** Define the term *information environment*
- 005:** Define the term *information operations*
- 006:** State the two major subdivisions within information operations
- 007:** Define the term *information superiority*
- 008:** Define the term *information system*
- 009:** Define the term *information warfare*
- 010:** Define the term *special information operations*
- 011:** State the five (5) Public Affairs activities that support Offensive Information Operations
- 012:** State the purpose of the Public Affairs Representative in an Information Operations Cell

REFERENCES:

1. Joint Publication 3-61, "Joint Doctrine for Public Affairs"
2. Joint Publication 3-13, "Joint Doctrine for Information Operations"

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-013-

UNIT TITLE: Public Affairs & Combat Camera

TPFN HOURS AND TYPE: 2 L (PHASE II – RESIDENT)

TPFN TOTAL HOURS: 2

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint public affairs scenario, analyze Combat Camera (COMCAM) support for the public affairs mission in the Joint Environment in accordance with Department of Defense and service public affairs policies and regulations.

TASKS: (PHASE II – RESIDENT)

- 001:** State the mission of Joint Combat Camera
- 002:** Explain how to task Combat Camera resources
- 003:** Explain the relationship between Combat Camera, Visual Information and PAO
- 004:** State the purpose of the DOD Joint Combat Camera Center (JCCC)
- 005:** Explain who Combat Camera works for when deployed

REFERENCE: Mission Technical and Training Plan (MTTP) for Joint Combat Camera Operations

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-014-

UNIT TITLE: Command Message Development

TPFN HOURS AND TYPE: 3 ADL; 1.5 EP; 3 EW

TPFN TOTAL HOURS: 7.5

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, develop effective command messages that are newsworthy, understandable, and immediately actionable for use in communicating information about the scenario to identified target audiences

TASKS:

- 001:** Explain the *purpose* for using command messages
- 002:** Explain the *uses* of command messages
- 003:** Explain the three (3) *components* of an effective message
- 004:** Explain three (3) *considerations* for developing command messages
- 005:** Explain how to develop effective responses
- 006:** Write effective command messages

REFERENCES:

1. DINFOS Supplemental Reference Material
2. Effective Public Relations, pp 403-413

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-015-

UNIT TITLE: Public Affairs Overseas

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving military issues overseas, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASK:

001: List and explain the four (4) tenets that guide the US Armed Forces in multinational cooperative activities

REFERENCES: Joint Publication 1, Ch VII

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-016-

UNIT TITLE: Strategic Communication Planning

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, develop and recommend a strategic communications plan to the satisfaction of the instructor.

TASKS:

- 001:** Explain the public affairs officer's role as it pertains to achieving organizational goals.
- 002:** Explain the Four-Step Public Relations Process as it pertains to strategic planning
- 003:** Write a strategic communication goal for a given public affairs scenario
- 004:** Identify and prioritize publics with potential interest in a given scenario
- 005:** Explain orientation as it pertains to public opinion
- 006:** Explain public affairs goals as they pertain to public opinion
- 007:** List and explain the three (3) types of publics
- 008:** Explain what motivates latent publics to become active publics
- 009:** Write a strategic communication objective for an identified target public for a given public affairs scenario
- 010:** Recommend and justify a minimum of two communication strategies in support of an objective for an identified target public
- 011:** Write command messages for identified publics in support of a communication strategy
- 012:** Recommend and justify a minimum of two communication tactics in support of a given communication strategy
- 013:** Explain the three levels of evaluation at they pertain to strategic planning

REFERENCES:

1. Effective Public Relations, pp. 340-350; 373-388; 434-425; 436-439; Ch 8, 10-13
2. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-017-

UNIT TITLE: Introduction to Internal Information

TPFN HOURS AND TYPE: 3 ADL; 40 EP

TPFN TOTAL HOURS: 43

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related internal information scenario, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Define the term *command information*
- 002:** Explain the *goal* of command information program
- 003:** Explain the *objectives* of command information program
- 004:** Explain *primary vs. secondary* publics
- 005:** Discuss how the seven conditions of an ideal work environment pertain to our internal publics
- 006:** List and explain the internal information communication formats available to a public affairs officer
- 007:** Develop a communication plan for a command/internal event using the Strategic Planning model

REFERENCE: Effective Public Relations: Ch 8, pp 287-304

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-018-

UNIT TITLE: Public Affairs & Environmental Protection

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving environmental issues, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations

TASKS:

- 001:** Identify the purpose of the National Environmental Protection Act (NEPA)
- 002:** Label the elements of a NEPA process diagram
- 003:** Label the elements of an Installation Restoration Program process diagram
- 004:** Identify the purpose of the Resource Conservation & Recovery Act (RCRA)
- 005:** Identify the purpose of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)
- 006:** Identify the purpose of the Superfund Amendments & Reauthorization Act (SARA)
- 007:** Identify the purpose of the Defense Environmental Restoration Program (DERP)
- 008:** Identify the purpose of the Defense Environmental Restoration Account (DERA)
- 009:** Identify the purpose of the Installation Restoration Program (IRP)
- 010:** Identify the purpose of the Federal Facilities Compliance Act (FFCA)

REFERENCES:

1. DINFOS Supplemental Reference Material
2. National Environmental Policy Act (NEPA)
3. Resource Conservation and Recovery Act (RCRA – 1976)
4. Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)
5. Superfund Amendments & Reauthorization Act (SARA)
6. Defense Environmental Restoration Program (DERP)
7. Defense Environmental Restoration Account (DERA)
8. Installation Restoration Program (IRP)
9. Federal Facilities Compliance Act (FFCA)

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-019-

UNIT TITLE: Public Affairs & AFRTS Operations

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint public affairs scenario, analyze AFRTS support for the public affairs mission in the Joint Environment in accordance with Department of Defense and service public affairs policies and regulations.

001: State the mission of AFRTS

002: State the directive that governs AFRTS

003: State the primary and secondary purposes of AFRTS

003: Explain the relationship between AFRTS and the PAO

004: State the Primary audience of AFRTS services overseas

005: Explain the purpose of the broadcast services

006: Explain the relationship between AFRTS and the PAO

REFERENCES:

1. DoDD 5122.10 (AFIS)
2. DoDD 5120.20-R (Management & Operation of AFRTS)
3. DoDD 5120.20-R Appendix F (AFRTS Programming Materials)

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-020-

UNIT TITLE: Public Affairs & Military Law

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving military law, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Explain the purpose of an Article 32 investigation
- 002:** Explain the distinction between Special, General, and Summary Courts Martial
- 003:** Explain the distinction between courts martial and non-judicial punishment
- 004:** Define the term *convening authority*
- 005:** Explain the purpose of a Status of Forces Agreement (SOFA)
- 006:** List and explain in the student's own words the eight (8) command options for handling of disciplinary infractions
- 007:** Identify and explain each step of the military courts martial process

REFERENCE: Military Justice 101

<http://www.usmilitary.about.com/library/weekly/aa091100a.htm>

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-021-

UNIT TITLE: Public Affairs Deployment Operations

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given an operational scenario, carry out the duties of a public affairs officer in a Joint Information Bureau (JIB) setting.

TASKS:

001: Define the term *Joint Information Bureau (JIB)*

002: State and explain the roles and functions of a Joint Information Bureau (JIB) in Joint Operations

003: Label and explain each element on a diagram of a Joint Task Force Public Affairs Organization

004: Label and explain each element on a diagram of a Joint Information Bureau

REFERENCE: Joint Publication 3-61: Ch III, Sec 4

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-022-

UNIT TITLE: Public Affairs & Military Operations Other Than War

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving Military Operations Other Than War, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Define the term *military operations other than war*
- 002:** List the range of Military Operations Other Than War
- 003:** Explain the meaning of the term *primacy of political objectives* in the context of Military Operations Other Than War
- 004:** List the three (3) MOOTW contributions to the attainment of national security objectives
- 005:** List the six principles of Military Operations Other Than War
- 006:** List the sixteen (16) types of Military Operations Other Than War
- 007:** Define the term *antiterrorism* according to Joint Pub 3-07
- 008:** Define the term *counter terrorism* according to Joint Pub 3-07
- 009:** List the three (3) basic types of Humanitarian Assistance operations
- 010:** List the six (6) Multinational Operations considerations
- 011:** Explain the role of Public Affairs in Military Operations Other Than War according to Joint Pub 3-07

REFERENCE: Joint Publication 3-07

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-023-

UNIT TITLE: Public Affairs & Media Law

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario involving media law, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** State the definition of defamation
- 002:** State the definition of libel
- 003:** State the definition of slander
- 004:** State the definition of copyright
- 005:** Explain the purpose of a copyright
- 006:** Explain the four (4) categories of “invasion of privacy”
- 007:** Explain the three (3) defenses against allegations of libel
- 008:** List the five (5) conditions that must be met before a statement is held legally libelous
- 009:** Define the term “public figure”
- 010:** Define the term “public official”

REFERENCES:

1. AP Stylebook Briefing on Media Law: pp339-364;370-381
2. Effective Public Relations.,: Ch 6, pp. 179-188; 192-203

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-024-

UNIT TITLE: Introduction to Community Relations

TPFN HOURS AND TYPE: 3 ADL; 40 EP

TPFN TOTAL HOURS: 43

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a community relations scenario, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations.

TASKS:

- 001:** Define the term *community relations*
- 002:** Explain the *goal* of community relations
- 003:** Explain the *objectives* of community relations
- 004:** Explain *support criteria* for community relations events
- 004:** Explain *support restriction* for community relations events
- 005:** Explain the PAO's role in community relations
- 006:** Apply communication theory to explain publics
- 007:** Determine if a given community event can be supported
- 008:** Develop a communication plan for a Community Relations event using the Strategic Planning model

REFERENCE: DOD Directive 5410.18 "Public Affairs Community Relations Policy"

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS:

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL - 001-025-

UNIT TITLE: Annex F Preparation

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given an operational scenario and Operations Plan, write an Annex F (Public Affairs) that supports the plan that includes appropriate paragraphs and appendices in accordance with Department of Defense and service policies and regulations.

- 001:** Write paragraph one (Situation) of an Annex F to support a given Operations Plan
- 002:** Write paragraph two (Mission) of an Annex F to support a given Operations Plan
- 003:** Write paragraph three (Execution) of an Annex F to support a given Operations Plan
- 004:** Write paragraph four (Service Support) of an Annex F to support a given Operations Plan
- 005:** Write paragraph five (Command and Signal) of an Annex F to support a given Operations Plan
- 006:** Write appropriate Appendices to support Annex F of a given Operations Plan
- 007:** Conduct a mission analysis of given Operations Plan as it pertains to Public Affairs (To be completed during Phase II)

REFERENCE: Joint Pub 3-61; Ch III, Sec 5

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-026 -

UNIT TITLE: Public Affairs & Logistics

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Explain the integration of public affairs into all phases of operational planning to include Joint Operational Planning and Execution.

TASKS:

- 001:** Describe the three (3) phases of joint deliberate and crisis planning
- 002:** List the three (3) things the JOPES software does
- 003:** List the key personnel the PAO must coordinate with for logistical planning
- 004:** Explain the purpose of the Time-Phased Force and Deployment Data (TPFDD)

REFERENCES:

1. DOD Directive (DoDD) 5400.13
2. DODD 5400.14

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-027-

RESERVED

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-028-

UNIT TITLE: Introduction to Media Relations

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related public affairs scenario, develop a media plan in accordance with Department of Defense and service policies and regulations.

TASKS:

- 001:** List and explain the ten (10) guidelines for working with the press
- 002:** List and explain the six (6) categories of journalists
- 003:** List and explain the elements of the traditional media cycle
- 004:** List and explain the elements of the 24-hour media cycle
- 005:** Select the best medium of communication for dissemination of given information
- 006:** State the purpose of a news release
- 007:** State the purpose of an Op-Ed piece
- 008:** State the purpose of a Letter to the Editor
- 009:** State the purpose of a News Conference
- 010:** State the purpose of a media Backgrounder
- 011:** State the purpose of a media Briefing
- 012:** State the purpose of a media Seminar
- 013:** Recommend an appropriate course of action to correct a given media publication or broadcast error
- 014:** State the rules governing exclusive interviews
- 015:** Explain the term *Rule of First Inquiry*
- 016:** Explain the key considerations for development of media interview ground rules
- 017:** List and explain military public affairs media-support responsibilities
- 018:** Explain methods used to evaluate a media relations program

REFERENCES:

1. On Deadline, Ch1, 2, 4 & 5 (Selections as appropriate)
2. Encountering the Media: Media Strategies and Techniques, Barry Loughlin; McLoughlin Multi Media Publishing Ltd., 1998.
3. DINFOS Supplemental Reference Material (Student Handbook & Speakers' Notes)

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-029 -

UNIT TITLE: Crisis Communications

TPFN HOURS AND TYPE: 3 ADL; 3 EW

TPFN TOTAL HOURS: 6

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a joint public affairs crisis communication scenario, develop and recommend methods of communicating to affected publics using the Strategic Planning model.

TASKS:

- 001:** Define an issue, emergency, crisis and the differences among these concepts
- 002:** Describe the steps involved in managing emergencies and crisis
- 003:** Explain the PA objectives of emergency and crisis communications
- 004:** Explain the PA responsibilities concerning accidents and incidents
- 005:** Define the term *immediate crisis*
- 006:** Define the term *emerging crisis*
- 007:** Define the term *sustained crisis*
- 008:** Develop a communication plan for a crisis communication scenario using the Strategic Planning model

REFERENCE: None

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-030-

UNIT TITLE: Visual Communication & Electronic Imagery

TPFN HOURS AND TYPE: 3 ADL; 1 EW

TPFN TOTAL HOURS: 4

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military photo or electronic image, prepare the photo or electronic image for reproduction and/or publication in accordance with Department of Defense and service policies and regulations.

001: Determine whether use and/or reproduction of a given photograph or image for public affairs purposes would be authorized.

002: Determine whether a given DOD photograph or image may be altered

003: Determine whether a given DOD photograph or image should be included in a military publication

004: Write a cutline for a given photograph or image

005: Identify and edit cutline specific stylebook errors

REFERENCES:

1. DOD Directive 5040.5 Alteration of Official Imagery
2. AP Stylebook 2002 pp 383
3. DOD Imagery and Caption Style Guide Ch2

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-031

RESERVED

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-032

RESERVED

FUNCTIONAL AREA ONE (FA-1)
FUNDAMENTALS OF PUBLIC AFFAIRS)

TPFN: DINFOS-PAOQC-ADL- 001-033

RESERVED

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-

FA TERMINAL TRAINING OBJECTIVE (TTO): The instruction and training throughout this Functional Area provides the student with a basic foundation and knowledge of military public affairs writing, broadcast writing, military newspaper management & production, and print-copy editing. Upon completion of this Functional Area, the student will be capable of writing military news stories for both internal and external audiences, news features and editorials, and news-spots for radio broadcast. The student will also be able to design and lay out a military newspaper and to edit the content of the paper in Associated Press style.

TPFN: DINFOS-PAOQC-ADL- 002-001-

UNIT TITLE: Introduction to Public Affairs Writing

TPFN HOURS AND TYPE: 3 ADL; 4 PE

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given list of information about a military-related news topic/subject, write an internal news story in Associated Press style.

REFERENCES:

1. Public Affairs Writing Reference Book, pp 1 – 22
2. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-002-

UNIT TITLE: News Writing One (Leads)

TPFN HOURS AND TYPE: 3 ADL; 4 PE

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given list of information about a military-related news topic/subject, write an internal news story in Associated Press style.

TASKS:

001: Write an internal news story summary news lead about a given topic/subject in Associated Press style

REFERENCES:

1. Associated Press Stylebook 2002
2. Student Handbook

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-003-

UNIT TITLE: News Writing Two (Bridges & Body)

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given list of information about a military-related news topic/subject, write an internal news story in Associated Press style

001: Write an internal news story news bridge about a given topic/subject in Associated Press style

002: Write the body of an internal news story in inverted-pyramid format and Associated Press style

REFERENCES:

1. Associated Press Stylebook 2002
2. Student Handbook

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-004-

UNIT TITLE: Military Newspaper Policy & Design

TPFN HOURS AND TYPE: 3 ADL; 8 EP

TPFN TOTAL HOURS: 11

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given electronic copy, electronic photographs, and a computer loaded with a newspaper layout program, produce a one-page military newspaper in accordance with the Associated Press Stylebook and Department of Defense and service policies and regulations.

001: Create a news page

002: Write a headline

003: Create a read-in headline

004: Create a drop cap

005: Create a pulled quote

006: Create a photo box

007: Create a text box

008: Create columns

009: Insert text

010: Create a 1-page field newsletter (To be accomplished during Phase II in residence)

REFERENCES:

1. Associated Press Stylebook 2002
2. Public Affairs Writing Reference Book pp 49-50
3. Desktop Publication Tutorial
4. Student Handbook

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-005-

UNIT TITLE: News Writing Three (External News)

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given list of information about a military-related news topic/subject, write an internal news story in Associated Press style
TASK:

- 001:** Write an external news story summary news lead about a given topic/subject in Associated Press style
- 002:** Write an external news story news bridge about a given topic/subject in Associated Press style
- 003:** Write the body of an external news story in inverted-pyramid format and Associated Press style

REFERENCES:

1. Associated Press Stylebook 2002
2. Student Handbook
3. On Deadline, Ch 4, pp 47-50
4. Public Affairs Writing Reference Book p 39
5. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-006

UNIT TITLE: News Feature Writing

TPFN HOURS AND TYPE: 3 ADL; 8 EP

TPFN TOTAL HOURS: 11

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related feature topic, write a feature story in Associated Press style.

TASKS:

- 001:** Write a feature lead about a given topic in Associated Press style
- 002:** Write a feature bridge about a given topic in Associated Press style
- 003:** Write the body of a feature story in Associated Press style.
- 004:** Write the conclusion of a feature story in Associated Press style

REFERENCES:

1. Associated Press Stylebook 2002
2. Student Handbook
3. Public Affairs Writing Reference Book pp 41-48
4. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-007

UNIT TITLE: Broadcast Writing

TPFN HOURS AND TYPE: 3 ADL; 2 EP

TPFN TOTAL HOURS: 5

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military related topic for broadcast, write a 30-second broadcast spot in accordance with Department of Defense and service policies and regulations.

TASKS:

001: Explain tense, voice and verse

002: Explain the difference between pyramid and reverse pyramid

003: Indicate proper length for radio spot copy

004: Explain the purpose of the slugline in a broadcast new release

REFERENCES:

1. Public Affairs Writing Reference Book pp 41-48
2. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-008-

UNIT TITLE: Military Newspaper Management

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military newspaper publication-contract, assess the contract to ensure it meets the publication requirements in accordance with Department of Defense and service policies and regulations.

REFERENCE: DOD Instruction 5120.4 “DOD Newspapers, Magazines, and Civilian Enterprise Newspapers”

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 2
PUBLIC AFFAIRS WRITING

TPFN: DINFOS-PAOQC-ADL- 002-009-

UNIT TITLE: Editorial News Writing

TPFN HOURS AND TYPE: 3 ADL; 8 EP

TPFN TOTAL HOURS: 11

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related editorial topic, write a command editorial in Associated Press style.

TASKS:

001: Write an editorial lead in Associated Press style

002: Write the body of an editorial in Associated Press style that lists and counters three arguments

003: Write an editorial call to action in Associated Press style

REFERENCE: Student Handout

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL--003

FA TERMINAL TRAINING OBJECTIVE (TTO): The instruction and training throughout this Functional Area provides the student with the basic knowledge and skills necessary to incorporate modern media into on-going military public affairs operations. Upon completion of this Functional Area, a student will be able to select appropriate media types for communication of timely, accurate information to specific publics; how to respond verbally and in writing to queries from media organizations; how to prepare for and conduct media interviews; and how to select and prepare military spokespersons for media interviews.

TPFN: DINFOS-PAOQC-ADL- 003-001-

UNIT TITLE: Initial Accident Release

TPFN HOURS AND TYPE: 3 ADL; 1 EP

TPFN TOTAL HOURS: 4

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, write an initial media release for the scenario in AP style and in accordance with Department of Defense and service regulations.

TASKS:

- 001:** Explain the reasoning behind using a “news release” vs. response to query only strategy
- 002:** Explain the objectives of using a news release
- 003:** Describe the situations when a news release might be used
- 004:** Identify the six (6) basic components of a news release
- 005:** Write the body of a news release in Associated Press style and in accordance with Department of Defense and service policies and regulations

REFERENCE: On Deadline, Ch 4, pp 47-53

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3
MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-002-

UNIT TITLE: Media Facilitation in Operations

TPFN HOURS AND TYPE: 3 ADL

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, determine whether a media pool would be required to manage media interest in the scenario.

TASKS:

001: State the purpose of a media pool

002: Describe the basic concept of using the DoD National Media Pool

003: Describe the membership of the DoD National Media Pool in terms of organization and types of capabilities

004: Explain the PAOs roles and responsibilities for facilitating media pool access

REFERENCE: Joint Publication 3-61, Ch III, 14-15

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-003-

TITLE: Response to Media Query

TPFN HOURS AND TYPE: 3 ADL; 2 EP

TPFN TOTAL HOURS: 5

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, respond in writing to a media query about the scenario in accordance with Department of Defense and service policies.

TASKS:

- 001:** Describe the essential elements of information that should be gleaned from an initial media request or query
- 002:** Describe the potential methods for responding or supporting media requests or queries
- 003:** Explain the steps involved in developing written response to query (RTQ), from taking the initial request to the final response
- 004:** Prepare a Response to Query form that includes all essential elements of information about a given request
- 005:** Develop command messages for incorporation into a response to media query.
- 006:** Develop written responses to media query about a given scenario that includes command messages and information releasable in accordance with Department of Defense and service policies and regulations

REFERENCE: On Deadline, Ch 5: pp 84-85; Ch 7: pp 133-146

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3
MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-004

UNIT TITLE: How to Conduct Media Training

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Prepare media training tools for military personnel.

TASKS:

- 001:** Describe the possible media relations training methods that can be used for Junior troops
- 002:** Describe the possible media relations training methods that can be used for Mid-level officers, enlisted and civilians (SMEs)
- 003:** Describe the possible media relations training methods that can be used for Senior leadership
- 004:** Explain the potential opportunities for conducting media relations training
- 005:** Explain the use of a “Troop Card” and what types of information should be provided on the card
- 006:** Prepare a media training presentation. (To be completed during Phase II)
- 007:** Prepare a “Troop Card” or media interview reference guide. (To be completed during Phase II)

REFERENCE: On Deadline, Ch 6

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-005

UNIT TITLE: Public Affairs Guidance Development

TPFN HOURS AND TYPE: 3 ADL; 32 EP

TPFN TOTAL HOURS: 35

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a public affairs scenario, write Public Affairs Guidance that includes all appropriate paragraphs IAW DOD Supplemental PAG Guidance.

TASKS:

- 001:** Define the term *public affairs guidance*
- 002:** Define the term *active public affairs policy*
- 003:** Define the term *passive public affairs policy*
- 004:** Define the term *joint information bureau*
- 005:** Define the term *media pool*
- 006:** Define the term *military journalist*
- 007:** Define the term *news media representative*
- 008:** Define the term *public affairs assessment*
- 009:** Define the term *public affairs ground rules*
- 010:** Define the term *security review*
- 011:** Explain research and staff-coordination procedures necessary to generate Public Affairs Guidance
- 012:** Write proposed Public Affairs Guidance for a given exercise or operation

REFERENCES:

1. Effective Public Relations, Ch 11, pp 389-392
2. Joint Pub 3-61 pp GL-2 & 3
3. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-006

UNIT TITLE: Media Interviews

TPFN HOURS AND TYPE: 3 ADL; 8 PE; 16 EP

TPFN TOTAL HOURS: 27

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, prepare for and conduct a media interview in accordance with Department of Defense and service policies and regulations.

- 001:** Explain the pre, monitoring and post-interview media relations steps when conducting interviews
- 002:** Explain the elements of a post-interview assessment
- 003:** Prepare relevant Public Affairs Guidance (PAG) and News Releases for interviews (To be completed during Phase II)
- 004:** Incorporating pre-interview steps, interview techniques and post-interview steps, participate in a print interview as the interview subject (To be completed during Phase II)
- 005:** Incorporating pre-interview steps, interview techniques and post-interview steps, participate in an on-camera stand-up interview as the interview subject (To be completed during Phase II)
- 006:** Incorporating interview techniques, participate in a group television studio interview as one of the interview subjects (To be completed during Phase II)

REFERENCE: On Deadline

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-007

UNIT TITLE: Accident Release Follow-Up

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, write an initial media release for the scenario in AP style and in accordance with Department of Defense and service regulations.

TASKS:

- 001:** Explain the reasoning behind using a “news release” vs. response to query only strategy
- 002:** Explain the objectives of using a news release
- 003:** Describe the situations when a news release might be used
- 004:** Identify the six (6) basic components of a news release
- 005:** Write the body of a news release in Associated Press style and in accordance with Department of Defense and service policies and regulations

REFERENCES:

1. On Deadline, Ch 4, pp 47-53
2. Student Handbook, PA Writing Grading Criteria checklist, p. 53
3. The Privacy Act of 1974 (5 USC.8552a)

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3

MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-008-

UNIT TITLE: Preparing Military Spokespersons for Interviews

TPFN HOURS AND TYPE: 3 ADL; 7 EP

TPFN TOTAL HOURS: 10

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, facilitate a media interview of a military spokesperson in accordance with Department of Defense and service policies and regulations.

- 001:** Select an appropriate spokesperson to discuss a given military-related scenario
- 002:** Identify six (6) preferred characteristics of a selected spokesperson
- 003:** Apply the nine (9) initial steps for preparing a selected spokesperson for an interview
- 004:** Write relevant Public Affairs Guidance to prepare a military spokesperson for an on-camera, stand-up interview (To be completed during Phase II)
- 005:** Prepare a military spokesman for an on-camera, stand-up interview (To be completed during Phase II)
- 006:** Facilitate a media interview of a military spokesperson (To be completed during Phase II)
- 007:** Debrief a media reporter following an interview with a military spokesperson (To be completed during Phase II)
- 008:** Debrief a military spokesperson following a media interview (To be completed during Phase II)

REFERENCES:

1. On Deadline
2. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 3
MEDIA RELATIONS

TPFN: DINFOS-PAOQC-ADL- 003-009-

UNIT TITLE: News Conference Preparation & Facilitation

TPFN HOURS AND TYPE: 3 ADL; 4 EP

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a military-related scenario, coordinate a military news conference in accordance with Department of Defense and service policies and regulations.

TASKS:

- 001:** Prepare a media advisory prior to conducting a press conference
- 002:** Prepare relevant Public Affairs Guidance for press conference on a given scenario
- 003:** Prepare a press kit for a news conference (To be completed during Phase II)
- 004:** Prepare a military spokesman for a press conference (To be completed during Phase II)
- 005:** Facilitate a news conference in the role of public affairs officer (To be completed during Phase II)
- 006:** Conduct a news conference in the role of news conference briefer (To be completed during Phase II)
- 007:** Debrief a news conference briefer following a news conference (To be completed during Phase II)
- 008:** Conduct an after action assessment of a news conference (To be completed during Phase II)

REFERENCE: On Deadline

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 4
SPEECH WRITING AND PUBLIC SPEAKING

TPFN: DINFOS-PAOQC-ADL- 004

TERMINAL TRAINING OBJECTIVE (TTO): The instruction and training throughout this Functional Area provides the student with the basic knowledge and skills necessary to prepare and deliver public speeches. Upon completion of this Functional Area, a student will be able to write a speech; deliver a speech; and prepare a speech manuscript & biographical introduction for a military spokesperson.

TPFN: DINFOS-PAOQC-ADL- 004-001-

UNIT TITLE: Speechwriting & Oratory

TPFN HOURS AND TYPE: 3 ADL; 6 EP

TPFN TOTAL HOURS: 9

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a topic and an audience, prepare and deliver an 8-10 minute speech that includes an opening, thesis/purpose statement, body, closing, and appropriate transitions.

TASKS:

- 001:** Identify the four (4) types of speech presentations
- 002:** Identify the five (5) purposes of a speech
- 003:** Assess the environment for a given speech setting
- 004:** Assess the audience for a given speech setting
- 005:** Write a speech opening
- 006:** Write a speech thesis/purpose statement
- 007:** Write a speech body
- 008:** Write a speech closing
- 009:** Write speech transitions between an opening and body, between key points, and between the body and closing
- 010:** Apply the nine (9) rhetorical techniques within a speech
- 011:** Utilize the five (5) elements of an effective presentation to deliver an 8-10 minute speech

REFERENCE: Elements of Speechwriting & Public Speaking, pp. 117-126

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 4
SPEECH WRITING AND PUBLIC SPEAKING

TPFN: DINFOS-PAOQC-ADL- 004-002-

UNIT TITLE: Manuscript & Biographical Introduction Preparation

TPFN HOURS AND TYPE: 3 ADL; 11 EP

TPFN TOTAL HOURS: 14

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given a topic, prepare a properly formatted 8-10 minute word-for-word speech manuscript for a senior military official that includes a biographical introduction, opening, thesis/purpose statement, body, closing, and appropriate transitions.

TASKS:

- 001:** Prepare an 8-10 minute word-for-word speech manuscript that includes an opening, thesis/purpose statement, body, closing, and transitions
- 002:** Prepare an 8-10 minute word-for-word manuscript using proper margins, text breaks, and page numbering
- 003:** Prepare an 8-10 minute word-for-word manuscript using proper spacing
- 004:** Prepare an 8-10 minute word-for-word manuscript that includes delivery cues
- 005:** Prepare an 8-10 minute word-for-word manuscript that includes proper formatting of dates, numbers, acronyms, and abbreviations
- 006:** Prepare an 8-10 minute word-for-word manuscript using proper grammar, spelling, and punctuation
- 007:** Prepare a biographical introduction for a public speaker
- 008:** Present a biographical introduction to introduce a public speaker (To be completed during Phase II)
- 009:** Deliver an 8-10 minute speech from a prepared manuscript (To be completed during Phase II)

REFERENCE: Elements of Speechwriting & Public Speaking.

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 5
SERVICE UNIQUE

TPFN: DINFOS-PAOQC-ADL- 005-

TERMINAL TRAINING OBJECTIVE (TTO): The instruction and training throughout this Functional Area provides the student with the basic knowledge required to perform the duties of a US Military Public Affairs Officer within his or her respective service. Upon completion of this Functional Area, a student will understand and be able to identify the primary service-specific principles of military public affairs policy, procedures and governing directives (laws, publications, etc.).

TPFN: DINFOS-PAOQC-ADL- 005-001-

UNIT TITLE: Service Unique (Phase II – In-Residence)

TPFN HOURS AND TYPE: 3 L

TPFN TOTAL HOURS: 3

INTERMEDIATE TRAINING OBJECTIVE (ITO): Students will participate in a one-hour Service panel followed by a two-hour Service-specific class where they will discuss various Service-unique issues

TASKS:

001: Attend and participate in a Service panel.

002: Identify and discuss current issues of particular importance to the respective students' Service

REFERENCES: Service Manuals, Directives, etc.

INSTRUCTOR/STUDENT RATIO: Varies, based on number of students from each Service

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 6
FINAL PRACTICAL EXERCISE

TPFN: DINFOS-PAOQC-ADL- 006

TERMINAL TRAINING OBJECTIVE (TTO): The purpose of the Final Practical Exercise is to evaluate the student's ability to draw from and apply the knowledge and skills gained through the initial five Functional Areas of the Public Affairs Officer Qualification Course under typical public affairs working conditions and situations.

TPFN: DINFOS-PAOQC-ADL- 006-001-

UNIT TITLE: Final Practical Exercise (FPX) (Phase II – In-Residence)

TPFN HOURS AND TYPE: 1 L; 32 EP

TPFN TOTAL HOURS: 33

INTERMEDIATE TRAINING OBJECTIVE (ITO): Given an operational scenario and a series of public affairs scenarios, conduct assigned public affairs tasks to a minimum standard of 70% according to the PAOQC Grading Guide.

SUMMARY OF INSTRUCTION: Throughout the Final Practical Exercise, the student will be required to demonstrate competence as a Public Affairs Officer by doing the following:

- 001:** Prepare a subject matter expert for a media interview
- 002:** Monitor a subject matter expert media interview
- 003:** Prepare a written response to a media query
- 004:** Write a media release for a given scenario
- 005:** Create a website to support military operations related to a given operational scenario
- 006:** Maintain a website to support a given operational scenario
- 007:** Write a Public Affairs Annex F to support a given operation plan
- 008:** Write Public Affairs Guidance to support a given operation plan
- 009:** Prepare and deliver a summary brief of public affairs daily operations
- 010:** Prepare for and conduct a press briefing to address a series of given scenarios
- 011:** Prepare for and conduct a stand-up interview for television broadcast

REFERENCES:

1. National Military Strategy, 1999
2. DODD 5040.5 Alteration of Official Imagery
3. DODD 5230.9 Clearance of DOD Information for Public Release, 9Apr 96
4. DOD Instruction (DODI) 5120.4 DOD Newspapers, Magazines, and Civilian Enterprise Newspapers
5. DODI 5405.3
6. DOD Imagery and Caption Style Guide
7. Joint Publication 1

FUNCTIONAL AREA (FA) 6
FINAL PRACTICAL EXERCISE

8. Joint Publication 3-07
9. Joint Publication 3-61
10. AP Stylebook 2002
11. Effective Public Relations
12. Elements of Speechwriting & Public Speaking
13. On Deadline
14. Military Justice 101
 - www.usmilitary.about.com/library/weekly/aa091100a.htm
 - Non-judicial punishment
 - Courts martial
15. Mission Technical and Training Plan (MTTP) for Joint Combat Camera Operations (PAOQC Student Handbook)
17. DINFOS Supplemental Reference Material

INSTRUCTOR/STUDENT RATIO: 1:12

SAFETY FACTORS: Normal

FUNCTIONAL AREA (FA) 7
COURSE ADMINISTRATION

TPFN: DINFOS-PAOQC-ADL- 007-001-

TERMINAL TRAINING OBJECTIVE (TTO): N/A

UNIT TITLE: Administration

TPFN HOURS AND TYPE: 3 ADL (Phase I); 4 AD (Phase II)

TPFN TOTAL HOURS: 7

INTERMEDIATE TRAINING OBJECTIVE (ITO): N/A

TASKS:

- 001:** In-process students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)
- 002:** Course Overview and orient students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)
- 003:** Administer English Diagnostic Test to students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)
- 004:** Evaluate Course with students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)
- 005:** Graduate students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)
- 006:** Out-process students IAW DINFOS Policy and Operating Procedures Manual (POPMAN)

REFERENCES: DINFOS Policy and Operating Procedures Manual (POPMAN)

INSTRUCTOR/STUDENT RATIO: 1:48

SAFETY FACTORS: Normal